



## UNITED STATES MARINE CORPS

HEADQUARTERS MARINE CORPS AIR STATION MIRAMAR  
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SAN DIEGO CA 92145-2000

StaO 12410.1

06 SEP 1998

### STATION ORDER 12410.1

From: Commanding Officer  
To: Distribution List

Subj: TRAINING (EMPLOYEE DEVELOPMENT PROGRAM)

Ref: (a) 5 CFR Part 410  
(b) 5 CFR Part 412

Encl: (1) General Guides to Determination of Training Needs  
(2) On-the-Job Training  
(3) Officer and Staff Orientation  
(4) Self-Development  
(5) Training - Non-Government Facilities and Services  
(6) Required Training Programs  
(7) Attending and Participation at Meetings and Command Sponsored Functions

1. Purpose. To establish the subject program for personnel of the Marine Corps Air Station Miramar per the provisions of references (a) and (b).

2. Background. Training of civilian employees and military supervisors of civilians is provided to maintain a well-trained and capable force properly equipped to perform an efficient job for the Marine Corps. This aim is based on the principle that it is the responsibility of management to raise the operating efficiency through adequate development of its personnel. Training must be on a continuing basis to ensure maximum use of skills and to maintain individual proficiency.

### 3. Information

a. Per criteria contained in references (a) and (b), training of civilian employees and military supervisors of civilians will be provided as the needs of the activity require and as funds permit.

b. Employees will be selected for training solely on the basis of merit, need and fitness without regard to race, religion, color, national origin, sex, age, marital status, political affiliation, or non-disqualifying mental or physical handicap.

4. Responsibilities

a. Human Resources Office

(1) The Human Resources Manager, as the direct representative of the Commanding General, is responsible for administering the Employee Development Program.

(2) The Human Resources Office Training Officer is responsible for:

(a) Developing, organizing and administering the various phases of the Employee Development Program.

(b) Providing consultant services to management on all aspects of civilian training and education.

(c) Providing technical guidance to management for instructional plans, processes and methods employed in the conduct of training plans.

(d) Conducting surveys and preparing reports as needed to determine training needs, or to determine the effectiveness of programs in operation.

(e) Conducting training sessions and/or conferences.

(f) Maintaining liaison and coordinating training matters with the Office of Personnel Management, Headquarters Marine Corps, industry, business and educational establishments.

(g) Maintaining individual records of training and the records in the Defense Civilian Personnel Data System (DCPDS) Employee Development subsystem.

(h) Preparing a proposed HRO training budget each January to include potential courses using Office of Personnel Management and other government facilitators as well as non-government consultants to hold courses at MCAS Miramar.

b. Training Committee. The functions of the training committee have been incorporated into the responsibilities of the Position Management Committee.

c. Operating Organizations. It is considered a line responsibility of supervisors to develop the ability and techniques of their subordinates. Training of civilian employees of the Navy is conducted to meet the needs for improved competence of employees growing out of production demands. The senior officer of the organization will be responsible for:

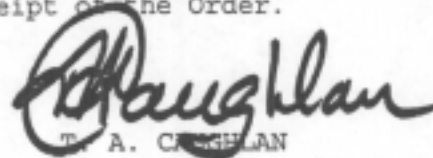
- (1) Conducting civilian training with the organization.
- (2) Coordinating all civilian training with the Human Resources Office.
- (3) Ensuring participation by military supervisors of civilians in appropriate training programs.
- (4) Including military supervisors of civilians in other training programs as appropriate.
- (5) Identifying training needs through subordinate supervisors.
- (6) Submitting requests for training to the Training Officer, Human Resources Office.
- (7) Submitting reports of training as required.
- (8) Assuring that all selected participants attend assigned training sessions regularly.
- (9) Assigning instructor assistance to regular training as needed.
- (10) Assuring that all nominations and/or requests for off-station training are coordinated through the Training Officer, Human Resources Office.

5. Records of Training. Cumulative training records will be maintained by the Human Resources Office per references (a) and (b) for each civilian employee who completes an educational or training course or program. Training records will be input to the DCPDS Employee Development subsystem.

6. Requests for Training. Operating organizations will utilize the Request, Authorization Agreement, and Certification of Training, DD Form 1556, for all training incidents. The latest edition of this form is available in Form Flow. Each form includes an oversheet containing detailed instructions. For training sessions that include a group of employees attending the same course at the same time, the Continuation Form NAVSO 12410/63 is much more economical. It is also available in Form Flow. The Training Officer, Human Resources Office, is available to help with the completion of these forms.

7. Information. The enclosures are provided for further information concerning specific areas of Training Programs.

8. Action. Concerned addressees will take positive actions to implement this program upon receipt of the Order.

  
T. A. COUGHLAN

Distribution: MCAS: A

GENERAL GUIDES TO DETERMINATION OF TRAINING NEEDS

1. Each organization must identify its training needs in relation to its own situation and problems.
2. Requirements of operating programs should be the major determinant of training needs. Needs of individual employees must, of course, be considered and met, but within the framework of organizational needs. This requires study of the organizational and operating problems, long-range and short-range, as well as appraisal of the performance and potential of individuals.
3. Training-need identification is a line responsibility. Commanding Officers and officers in charge must identify and analyze operating situations that need improvement, determine the changes required, and decide what action will best accomplish these changes. Staff officials can and should help on methods and approach.
4. Officials and employees at all levels should participate in defining training needs. Broad participation is the best way to ensure that action is directed at realistic problems and that training is a proper solution to these problems.
5. Conclusion about "the answer" should be checked. Training is not always the best solution to every production and human relations problem. Weigh carefully the probable success, cost and administrative feasibility of other forms of action before deciding to train.
6. A clear statement of what training is expected to accomplish should be prepared in writing and in advance. It will constitute the objectives of the training effort.
7. Available training resources should be pinpointed on actual pressing and agreed upon needs.
8. Training-need determination is necessarily a continuing process. Needs, organizational and personal, change constantly and are influenced by many factors. It is necessary to review, analyze and revise specific training activities and goals and to relate them to actual problems and needs.

ENCLOSURE (1)

## ON-THE-JOB TRAINING

1. Objective. On-the-job Training Programs are established to:
    - a. Broaden employees' work experience.
    - b. Improve work methods and increase production.
    - c. Provide training in the application of basic skills to specific work assignments.
  2. Definition. On-the-job training is a well planned, carefully developed program designed to prepare employees for specific job assignments. Under certain conditions, the program may provide the trainee with the necessary qualifications to be considered for promotion or reassignment to a position in which the acquired knowledge and skill may be used.
  3. Policy. It is the policy of this command to establish On-the-job Training Programs as needed; e.g., due to recruitment difficulty, new processes and/or procedures, RIF placements, etc.
  4. Responsibility. Line supervisors will be responsible for the training of their subordinates. The Training Officer, Human Resources Office will assist and advise line supervisors on matters pertaining to on-the-job training.
  5. Implementation. On-the-job Training Programs may be established by forwarding requests for training via official channels to the Training Officer.
    - a. On-the-job Training Programs which will accomplish the objectives listed in paragraph 1 above are encouraged. These programs should meet the definition contained in paragraph 2.
    - b. Requests for the establishment of trainee billets should be forwarded in conjunction with the request for the establishment of on-the-job training. The Training Officer will forward the request to the Employment Division, Human Resources Office , for appropriate action.
- (1) Positions will be established and classified per existing directives.

ENCLOSURE (2)

(2) Trainee selections will be made per provisions of the Merit Promotion Program. A trainee who does not progress satisfactorily may be recommended for separation from the program by supervisory personnel who will provide the Training Officer with tangible evidence of unsuccessful participation in the program. Trainees may also request withdrawal from the program.

6. Records and Reports. A progress record will be maintained by cognizant supervisors and/or instructors for each employee. The progress record will be designed to include areas or units of training, hours of training received, and information concerning whether the progress is outstanding, satisfactory or unsatisfactory.

OFFICER AND STAFF ORIENTATION

1. Objective. To provide officer and staff noncommissioned officer (SNCO) personnel, who may supervise Civil Service personnel, with pertinent information regarding basic principles of civilian personnel functions, regulations, policies and practices, and administrative procedures as applied to Civil Service employees.
2. Participation. All officers and SNCO personnel who are assigned duty with station organizational components which have Civil Service personnel assigned thereto, are encouraged to participate in courses hosted by the Training Division, Human Resources Office.
3. Action. Commanding officers will nominate by memorandum to the Training Officer, Human Resources Office, via official channels, any officer and SNCO who meets criteria outlined in paragraph 2 above. Nominations will be made on a continuing basis as newly assigned personnel report for duty.

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ENCLOSURE (3)



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ENCLOSURE (3)

## SELF-DEVELOPMENT

1. Objective. To encourage all personnel of this station to participate in self-development activities.
2. Definition. Self-development is education and/or training accomplished by the employee on their own time and at their own expense.
3. Implementation
  - a. When significant development opportunities occur, publicity will be presented by station bulletins and/or the Human Resources Newsletter.
  - b. Enrollment will be made by the interested employee.
  - c. The Training Officer, Human Resources Office, will assist employees whenever possible by providing information about the course or program and enrollment procedures.
4. Records and Reports
  - a. Employees may forward to the Training Division, Human Resources Office, evidence of satisfactory completion of any course of study or education for inclusion in the Cumulative Record of Training.
  - b. The Training Division, upon receipt of evidence from competent authority, will place appropriate information in the employee's Cumulative Record of Training.

ENCLOSURE (4)

TRAINING - NON-GOVERNMENT FACILITIES AND SERVICES

1. Policy. Training by, in or through non-government facilities (NOGOFAC) may be used where the need exists and when it can be clearly demonstrated that the use of NOGOFAC is essential.
2. Definition. This training may be full-time or part-time, on or off duty, day or evening, or any combination of these. Training may be given by an educational institution, by a manufacturer, by a professional association, or by a competent individual. Payment for training in NOGOFAC may be in whole or in part and may include one or any combination or all of the following: tuition and related costs, travel, per diem and salary. Payment of training expenses may be made directly to the training facility (in advance if need be) or the employee being trained may be reimbursed for training expenses. Books paid for with government funds will become the property of the department and will be retained as part of the office or shop library.

## REQUIRED TRAINING PROGRAMS

1. Laws and/or regulations which initiate or change programs affecting federal employees also often require employees covered by those programs to receive specific kinds of training. In addition, formal career and training programs mandate certain training.

2. Because of the constantly changing nature of training requirements it is impractical to list all the requirements Department of Navy employees must meet. Consequently, only some of the most common training requirements are listed below. Operating organizations may consult the Training Officer, Human Resources Office, on specific requirements for individual employees.

3. General Requirements

a. New Employee Orientation. This training will be provided to all employees new to civil service or new to the Department of Navy as soon as possible after appointment.

b. Security. Security training for civilian employees will be included in orientation training. Training for individuals with secret or higher clearances will be managed by the Security Manager.

c. Health and Safety. Continuing education to help employees prevent accidents, promote healthier lifestyles, etc., will be presented in a variety of formats. Specific safety requirements are managed by the Ground Safety Manager.

d. Civilian Employee Assistance Program. Training to inform employees of the prevention, treatment and rehabilitation programs, and services available for employees with drug or alcohol problems. This training will be included in orientation and supervisory training as well as on an on-going format.

e. Equal Employment Opportunity Training. This includes required training for Deputy Equal Employment Opportunity Officers, special emphasis program managers, EEO counselors, supervisors and managers. All managers and supervisors will have 4 hours each year.

ENCLOSURE (6)

f. Prevention of Sexual Harassment Training. This training is required for all employees, and is managed by the Deputy Equal Employment Opportunity Officer.

4. Specific Requirements

a. Supervisory Developments. Developmental needs of newly-selected supervisors in the Department of Navy will be identified and documented on an individual development plan (IDP) by the new supervisor and his or her immediate supervisor within 45 calendar days following assignment to the supervisory position. Core competencies and timeframes for completion of needed training are indicated on the IDP form sent to Second Level Supervisors by the Training Officer at the time of appointment. Immediate supervisors of new supervisors will be held accountable, through the performance appraisal process, for ensuring that their subordinate supervisors attain the core and other established competencies.

b. Managerial Development. The managerial competencies of all newly-selected managers will be assessed within 45 calendar days of assignment to the managerial position to determine the training and development experiences needed to perform their new duties. For new managers with no previous managerial training, it is anticipated that at least 80 hours of formal managerial training will be needed. However, for individuals who have had comparable training or on-the-job experience, this requirement may be adjusted as necessary and should be documented accordingly. Performance standards established for new managers must reflect the managerial competencies to be acquired.

ATTENDANCE AND PARTICIPATION AT MEETINGS AND COMMAND SPONSORED  
FUNCTIONS

1. It is the policy of this command to encourage attendance and participation in meetings of technical, scientific, educational and managerial societies to the extent that the meeting will:

a. Provide information concerning new developments, techniques, methods and otherwise pertinent information which will contribute to the programs and mission of the United States Marine Corps and Department of the Navy.

b. Serve as a medium of exchange of scientific, technical, managerial and other informational data consistent with Marine Corps and Navy interests.

c. Contribute to the personal development and professional growth of individuals attending.

d. Contribute to improved conduct, supervision or management of those functions or activities for which funds are appropriated.

2. Programs covered by this policy will include, but are not limited to: Toastmasters, Federal Manager's Association, American Society of Military Comptrollers and various Equal Employment Opportunity functions.

3. Employees must request authorization from their supervisors to attend such meetings. Authorization will normally be granted unless precluded by pressing work requirements.

4. The time spent during these functions will be recorded as administrative (on the clock) or for organizations that charge their hours to job orders, the time will be recorded as training. Employees will not be required to use annual leave to attend such meetings or training.

ENCLOSURE (7)